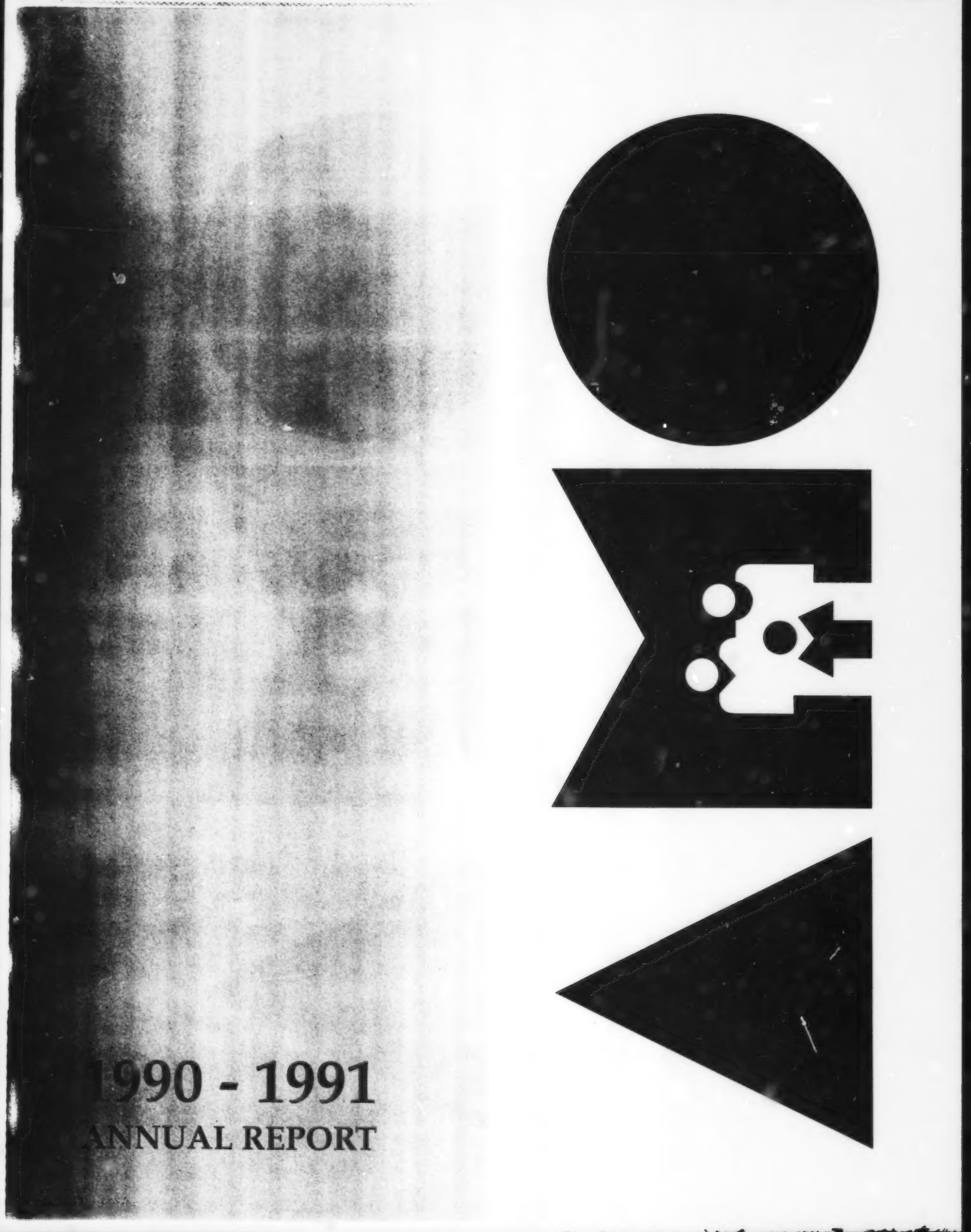

1990 - 1991
ANNUAL REPORT

93-00569/

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AMO unites Ontario's municipalities.

We take pride in promoting, supporting and enhancing strong and effective municipal government.

We provide strategic leadership by:

- *developing and effectively promoting responsive quality policy*
- *informing and educating governments, the media and the public*
- *marketing innovative and beneficial services*

Our elected representatives, municipal officials and Association staff form a team which values and respects:

- *diversity and local autonomy*
- *fairness and equity*
- *consultation*
- *consensus*
- *co-operation*

John Harrison

Message from the President

Change, transition, flux, revolution, volte-face, metamorphosis—the thesaurus provides us with many words to describe the last year at AMO.

Some of us had barely recovered from the 1990 annual conference (and I had just issued my first press release as your new president) when the first NDP government came into power in this province. We had, frankly, developed strategies based on dealing with a known commodity. We had to hustle to familiarize ourselves with new personalities, policies and directions.

In November, we welcomed a new Executive Director, Kathleen Hunter. MacDonald Dunbar, AMO's stalwart for as long as I can remember, became Director Emeritus. He now suffers/revels in a relatively calmer environment.

Doug Raven has become our new Director of Policy and Legislative Services replacing Beverly Allen who now creates excellent policy in the education sector.

Moving our offices from 100 University Avenue to 250 Bloor Street East as of May 1, 1991 was significantly less disruptive than we might have feared. Kathleen, Sharad Kerur and the entire AMO staff pulled together to bring the move off in fine style. Not only do we have significantly better office accommodation but we have taken advantage of a renters' market to control our occupation costs for the next decade.

On the policy side, your executive met early in September, 1990 to prioritize issues in the municipal sector on which AMO should focus its energies. In my view this process has been a great success allowing us to produce significant policy documents on major issues while relying on our sections and affiliates to "carry the can" on issues of a narrower or more specialized interest.

In particular, of course, we have bent our efforts towards moving the government in the direction of 100-per-cent financing of General Welfare Assistance and, more generally, towards disentanglement of the provincial/municipal financial relationship. While complete success has not been achieved in either of these areas we are receiving signals from Mr. Rae and his government that they are listening to us and preparing to respond in a meaningful fashion.

As the pace of change increases I am more and more optimistic that AMO is positioned to play a significant role in the creation of public policy in Ontario through the 90's and into the 21st century.

Message from the Administrative Vice-President

David Hipgrave

Significant changes have taken place on the administrative side of things over the last year. Changes that reflect the growing stature and importance that the Association plays in serving Ontario's municipal sector.

Following a directive from the Board, the fee structure for membership was evaluated and a new formula based on households rather than population was adopted. The new fee structure is believed to be more equitable for AMO's membership than the previous structure.

The most noticeable change is our new offices. After more than a decade at 100 University Avenue, the Association has relocated to 250 Bloor Street East. The new location is close to both of Toronto's subway lines and most government offices. Additionally, it has excellent visitor parking. The office space reflects a more contemporary image for AMO and due to market conditions, a favourable lease and attractive inducements were negotiated. Coincident with AMO's move, a records management project was completed by a firm specializing in this field.

Work is continuing on the development of a new budget and financial reporting system to be in place for the 1992 fiscal year. This system will align budgets and expenditures more closely with the Association's organizational structure, thereby ensuring accountability. It will also enable the Executive Committee to determine the resources allocated to specific program areas and activities more clearly.

Over the past year, the organizational structure developed in 1989 and 1990 has been largely implemented. Effective August 1990, the Associate Director became the Executive Director. A Manager of Communications has been hired. During the year a new Director of Policy and Legislative Services was hired. A new Policy Analyst was hired who is also a librarian which has enabled AMO to develop a Resource Centre which will enhance the Association's ability to research and provide policy commentary in a timely fashion.

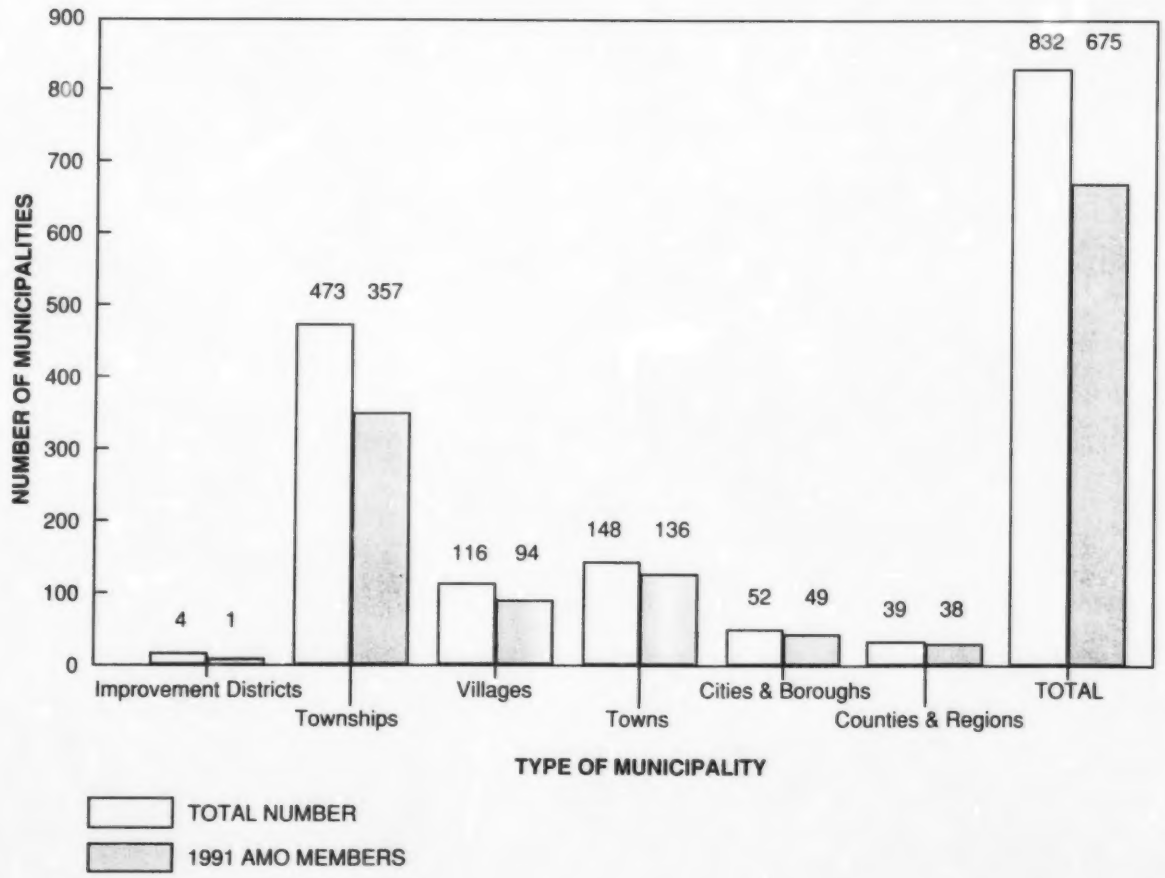
The new organizational structure is enhanced by revised job descriptions and a compensation plan. All staff have had a recent performance appraisal and an ongoing system for regular reviews is now in place.

Finally, in March of this year the Minister of Municipal Affairs released the long-awaited report on the restructuring of the provincial-municipal financial relationship. I was pleased to serve on this committee on behalf of AMO and will continue to serve as an AMO representative as negotiations with the provincial government on disentanglement get under way.

AMO Membership Profile - 1991

AMO'S 1991 membership continues to stand strong with 81 per cent of Ontario's 832 municipalities belonging to the Association. In terms of population, this represents over 95 per cent of Ontario's citizens.

The chart below shows that, within the municipal sector, AMO's membership is broad based, ranging from small townships and improvement districts to large counties and regions.



Distinguished Service

MacDonald Dunbar, Executive Director, Emeritus

The role of Executive Director is no ordinary task but then MacDonald Dunbar is no ordinary man.

Firm in his conviction that municipal government is essential to the democratic process, Mac consistently played a vital, unobtrusive, guiding role in the evolution and development of the Association of Municipalities of Ontario and many other associations.

His entire business career -- more than 37 years -- has been devoted to associations and related activities.

Windsor Chamber of Commerce - Mac served the Chamber for nine years.

Ontario Municipal Association - Mac joined the Association in 1963 as Assistant Secretary Treasurer while employed by Eric Hardy Consulting Services. He became Secretary-Treasurer in six months later and served in that capacity until the 1972 merger of the Ontario Municipal Association and the Association of Ontario Mayors and Reeves. This created the Association of Municipalities of Ontario.

Association of Municipalities of Ontario - Mac was appointed Executive Director of the new Association in 1972 and played a pivotal role in the negotiations that led to the 1981 amalgamation of the Association of Counties and Regions of Ontario, the Association of Municipalities of Ontario, the Rural Ontario Municipal Association and the Municipal Liaison Committee.

The restructuring, effective January 1, 1982 also recognized the special circumstances in Northern Ontario and provided a role within the new Association for the Federation of Northern Ontario Municipalities, the Northwestern Ontario Municipal Association and the Association of District Municipalities.

Mac was the successful applicant in the competition for Executive Director of the "new" Association. Mac began a phased retirement last year becoming Executive Director, Emeritus, a post he will hold until November 1991.

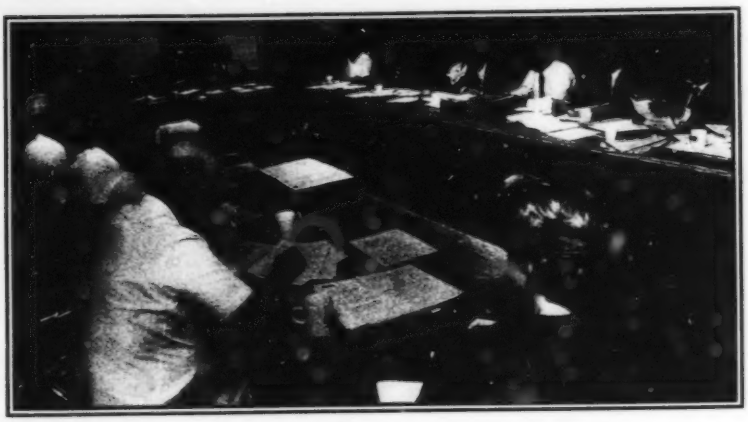
Association of Municipal Clerks and Treasurers of Ontario - Mac was Secretary-Treasurer from 1968 until 1976.

Ontario Municipal Personnel Association - Mac was Secretary-Treasurer from 1969 until 1976.

Mac's long years of service are replete with heart warming testimonials, acknowledgements and awards from all levels of government and from amongst his peers.

It has been sagely said of true leadership that the presence of those who lead best is the least felt.

It is for that gift of gentle persuasion, and for his irrepressible humour, that AMO will best remember Mac.



AMO's Executive Committee

Policy Development - Focusing on Results

The New Democratic Party took Provincial Office on October 1, 1990, and the issues facing municipalities immediately became more numerous and complex. To such traditional provincial concerns of education, the economy, and infrastructure were added new initiatives in the areas of individual and labour rights, and a renewed focus on environmental and social programs. Not only did AMO have an ever-expanding list of issues to address, the Association was also faced with the task of educating and presenting its agenda to a new provincial government.

In order to meet these demands, and at the same time improve the Association's performance in terms of influencing government policy, AMO made a conscious decision to concentrate its resources on a handful of key issues. In the fall of 1990, the AMO Executive set out its policy priorities to guide the Association's policy activities during 1990-91.

The six top priorities were:

1. Provincial/Municipal Financial Structures
2. Waste Management
3. Social Services
4. Labour Relations
5 Land Use Planning
6. Sewer and Water

1. Provincial/Municipal Financial Structures

Disentanglement/Response to the Advisory Committee Report on the Provincial-Municipal Financial Partnership

AMO has long called on the provincial government to clarify, or "disentangle" the roles and financial responsibilities of the two provincial and municipal levels of government in the provision of local services. In response to that pressure, an Advisory Committee was established in April 1989 to examine provincial-municipal financial matters and make recommendations to the Minister of Municipal Affairs. The Advisory Committee's Report was released on March 21, 1991.

The Advisory Committee Report proposes a rationalization of the roles and responsibilities between the two levels of government and fundamental reform of the existing provincial-municipal financial arrangements. The Report suggests the streamlining of the present transfer payment system including a revenue-sharing act between the province of Ontario and the municipal sector. The Report also proposes improvements to the current property taxation system, and examines potential new sources of municipal revenue and appropriate mechanisms for capital formation within the new financial system.

The Association of Municipalities of Ontario has undertaken an extensive consultation process with its members and will present a formal response to the Advisory Committee Report to the AMO Board in August 1991. AMO's response to the Advisory Committee Report will form the basis for future negotiations with the province on the delivery and funding of local services. That process is expected to begin in the near future. AMO's response will also serve as valuable input to the Fair Tax Commission.

2. Waste Management

With many Ontario municipalities facing landfill crises and an increasing number of waste management regulations, AMO continued to actively advocate improvements to Ontario's waste management policies through the adoption of a "4Rs" (reduction, reuse, recycling and recovery of energy-from-waste) waste minimization hierarchy for Ontario.

AMO began working last fall with the Ministry of Environment (MOE) and Ministry of Municipal Affairs (MMA) to develop implementation plans for many of AMO's waste management recommendations. Progress has been made in several areas:

On February 21, 1991, the Minister of Environment, the Honourable Ruth Grier, announced Ontario's Waste Reduction Action Plan (WRAP), which incorporated many AMO recommendations. While expressing municipal concerns about some aspects of WRAP - including funding, and mandatory municipal recycling and composting - AMO continues to work with the MOE to provide municipal input to the plan.

The waste management master plans process requires municipalities to prepare a 20-year waste management plan for their area, a process which is long, time-consuming and expensive for municipalities. AMO brought municipalities' concerns to the province's attention and successfully encouraged the province to consider changes to the process. In May, AMO began reviewing the initial draft of the proposed master plan changes which MOE plans to release later this summer for public discussion.

Municipalities need greater legislative authority to effectively address waste management issues. Of particular interest to municipalities is acquiring explicit authority to charge user fees for waste collection. As a result of pressure from AMO, the province agreed to form an implementation committee to examine the question. The committee presented its proposal to both AMO and the province in May, 1991, and statutory authority changes are expected to be part of a package of waste management-related changes which the province plans to release for discussion before the end of this summer.

The Minister of Environment, the Honourable Ruth Grier, consulted AMO before making her first public announcement calling for the Ontario soft drink industry to meet provincial regulations which require them to provide at least 30 per cent of their product in refillable soft drink containers. AMO applauded the Minister's move, which complied with AMO recommendations that soft drink containers be refillable. AMO has also urged the province to set out a deposit/refund program for wine and liquor bottles sold through the Liquor Control Board of Ontario.

AMO's current waste management initiatives includes reviewing details of WRAP before these are released for public discussion later this summer, appointing AMO members to the MOE's multi-sector working groups which are proposing to the province policies for all types of waste reduction, and calling for the province's news releases forbidding most incineration of municipal waste to be enshrined in policy which also binds the Environmental Assessment Board.

Policy Analyst Evelyn Ruppert

3. Social Services

Social Services Reform: The Provincial-Municipal Social Services Review (PMSSR) and Back on Track

The escalating general welfare assistance (GWA) caseloads and costs in 1990 intensified municipal pressure for reform of the social services system generally, and the cost-sharing of programs such as GWA specifically. AMO's position on GWA is that the provincial government should move towards assuming 100% of the costs of income support services such as GWA as soon as possible. Despite support for AMO's position from both the Report of the Social Assistance Review Committee, Transitions (1988) and the Report of the PMSSR, no changes in cost-sharing of GWA has yet occurred or are likely to occur, except as part of the broader disentanglement of the provincial-municipal financial relationship referred to above.

Most recently, AMO responded to Back on Track, the first report of the Advisory Group on New Social Assistance Legislation. The report contained 88 action items which could be taken in the short-term, many of which would have an impact on municipal costs and the administration of GWA.

While AMO supported most of that report's recommendations, it has expressed to the province its concerns about the potential financial impacts on municipalities. While some assistance was provided in the budget, the means of providing this assistance and the amount fall far short of expectations and ignore the cost-sharing of benefits and administration. AMO has stressed to the province that these changes should not be implemented until the Province reaches agreement with its funding partner - municipalities -on these reforms and cost-sharing.

Long-Term Care Reform

The policy paper, Strategies for Change: Comprehensive Reform of Ontario's Long-Term Care Services, was released on May 30, 1990. It represents the beginning of a comprehensive reform of Ontario's long-term care and support programs. Through it, health and social services for the elderly and physically disabled adults will be consolidated and a new integrated system will be introduced to deal with the growth expected in the demand for and cost of these services.

In it's response, AMO applauded the provincial government for beginning to address this area, but expressed displeasure with the fact that municipalities were not consulted about the management, planning and funding structure for reform of the long-term care system. As a result of AMO's response, the provincial government has indicated that it will be consulting with municipalities before and during implementation of long-term care reforms.

District Health Councils

AMO prepared a position paper on its concerns about district health councils (DHCs) in response to a request from the Minister of Health. In its response, AMO reiterated its insistence that the province recognize that municipalities not be treated like non-profit agencies; they are elected governmental partners accountable to their electorates in the similar manner that provincial political representatives are accountable. AMO also expressed its opposition to the enhanced role for DHCs, arguing that the current structure of DHCs does not incorporate any accountability for policy or funding decisions to an electorate, and that the proliferation of special purpose bodies reduces the ability of elected officials to establish local priorities and to control municipal expenditures.

AMO requested the provincial government to put the implementation of the enhanced role for district health councils on hold, and review the role of district health councils incorporating the concepts of financial and political accountability. AMO is currently awaiting a response from the Minister of Health.

4. Labour Relations

Amendments to the Pay Equity Act

AMO was asked to comment on proposed amendments to the Pay Equity Act, 1987, designed to extend pay equity to predominantly female job classes by proportional value and proxy comparisons. AMO's response stated that the proxy organization for completing pay equity comparisons in such cases should be a public sector organization located in the same geographical area. AMO also asked the province to clarify what percentage of the total $100 million fund set aside for pay equity will be earmarked for the municipal sector.

The provincial cabinet is presently reviewing this issue. It is anticipated that legislation on pay equity for predominantly female job classes will be enacted in the fall session, 1991.

Policy Analyst Ruth Touvim

5. Land Use Planning

AMO Response to EAPIP Report

Continuing in the tradition of active participation in the three-year Environmental Assessment Program Improvement Project (EAPIP), the Association recently produced a response to EAPIP's report on reforming the process (AMO Report 91-2).

It is AMO's position that the report does not go far enough in reforming the environmental assessment system and related processes. The Association is particularly concerned that the environmental assessment process be better coordinated with the municipal planning process. Our response includes four key recommendations which provide a framework for the integrated system we envisage, as well as some selected comments on specific recommendations from the EAPIP report.

The Environmental Assessment Advisory Committee, which is coordinating the responses to the report, as well as some of the other respondent groups have expressed interest in AMO's position. We hope that this interest augers well for the eventual implementation of the Association's recommendations.

Heritage Legislation

The Association of Municipalities of Ontario participated in the consultation process on the discussion paper Towards New Heritage Legislation In Ontario, which was released by the Ministry of Culture and Communications on May 9, 1990. While AMO supported the general thrust of the proposed changes, the Association expressed concern regarding the financing of an increased municipal role in heritage conservation. AMO's response stressed that the Ministry of Culture and Communications should assume full financial responsibility for the newly proposed municipal mandate in heritage conservation, including the transfer of operating and program funding for community custodial institutions and municipal heritage committees, funding for heritage education for municipal planning staff and full compensation for municipal inducements provided to the private sector.

The provincial government is currently in the process of establishing an advisory group of various stakeholders in the heritage field to assist the Minister in drafting new legislation.

6. Sewer and Water

Sewer and Water Services Agency

In its 1990 budget, the former government announced the creation of a sewer and water services agency to address Ontario's urgent infrastructure expansion and rehabilitation needs. At the time of writing the agency's fate is still unknown. While the Association has endorsed the Agency-concept as a potentially effective provider of sewer and water services, it has decided to take a "wait and see" position on the Agency until further details are available.

Responding to Government Initiatives

Despite AMO's efforts to set its own policy agenda, there will always be initiatives from the senior levels of government which require AMO's consideration. Some of the major issues which fell into this category in 1990-91 include:

Conservation Authorities

The Ministry of Natural Resources, the Hon. Bud Wildman, invited representatives from the AMO Sections and the Association of Conservation Authorities of Ontario to consult with him on issues regarding conservation authorities in Ontario. The Conservation Authorities Program Liaison Committee achieved a consensus on a number of issues which remained outstanding following the deliberations of the Burgar and Ballinger Committees, and will continue to meet every six months to discuss issues surrounding conservation authorities.

Trees Act

In September, 1991, the Tree Bylaws Advisory Committee was established by the Ministry of Natural Resources. The committee included members from the Sections of AMO. Its mandate was to develop recommendations to resolve issues surrounding the regulation of tree cutting and destruction on private land with a view to securing amendments to meet the needs of municipalities wishing to protect trees in urban settings.

The Committee consulted broadly to produce a report which recognized that municipalities are best able to respond to local needs and should retain control over the development and implementation of local tree legislation. As a result of the committee's recommendations, amendments to the legislation are expected to be introduced this fall.

Unregulated Residential Accommodation

On November 30, 1990 the Ontario government appointed a Commission of Inquiry to inquire into unregulated residential accommodation in Ontario. The focus of the inquiry is on boarding homes and rest and retirement accommodation. In response to the inquiry, AMO prepared a short brief on unregulated residential facilities, highlighting the need for a consultation process for developing the needed legislation and regulatory framework for the regulation of all forms of supportive housing, a clearer delineation of roles and responsibilities between provincial ministries and local governments, and provincial responsibility for all costs arising from deinstitutionalization.

AMO will be reviewing the Commission's final report when it is released at the end of June.

Rent Regulation

In April, 1991 the provincial government amended the Residential Rent Regulation Act (1986) to enact a two year moratorium on rent increases retroactive to October 1, 1990, while the government develops and passes permanent rent regulation legislation. In February 1991, the Ministry of Housing released its consultation paper, Rent Control: Issues and Options, which presents options and preferred approaches towards the development of new permanent legislation.

AMO's response to the paper stressed that the precedence of municipal property standards bylaws should be continued, there should be no additional costs to municipalities, and that the new system should support local policies for rental housing protection.

The provincial government is expected to introduce its permanent rent control legislation in June, 1991 towards adoption by the end of the year.

Provincial Budget

AMO presented its pre-budget consultation brief, entitled Towards Reform of Provincial-Municipal Finance, to the Standing Committee on Finance and Administration in February 1991. AMO was successful in lobbying for its proposed level of unconditional grants support for municipalities in 1991. The Province of Ontario provided a 5 % across-the-board increase in the unconditional grants program to municipalities this year. AMO also impressed upon the Provincial Government that it is imperative not to devolve any new programs to the municipal sector without providing the necessary financial support to fund these programs. Although the final details concerning the programs announced in the budget are still forthcoming, it appears that AMO was largely if not completely successful in this endeavour.

On the Horizon

In addition to AMO's current policy initiatives, there are a number of other issues which the Association is likely to be addressing during the coming year. Some of the key issues may be:

Library Technician Vera Titmuss

Constitutional Reform

AMO has been monitoring the progress of the current round of constitutional discussions to assess the potential role for Ontario municipalities in constitutional reform and the relationship to other provincial-municipal reforms. Over the next few months AMO will need to consider whether Ontario municipalities should engage in the current constitutional debates, and if so, what form this involvement should take.

The Premier's Council on Health Strategy

The final Reports of the Premier's Council on Health Strategy were released on April 8, 1991. The four reports make recommendations towards the development of a strategic framework for approaching the development and management of public policy for health. AMO will be reviewing these reports towards the adoption of a municipal position on the reports' proposals.

Children First

The Report of the Advisory Committee on Children's Services was released in December 1990. It calls for a comprehensive approach to children's services including the devolution of authority for more children's services to the local level through the establishment of local children's authorities. AMO is monitoring any further discussion of the report and awaiting the provincial government's response to the recommendations.

Planning Act Reform

The Minister of Municipal Affairs, the Hon. Dave Cooke, has indicated that the province will undertake a comprehensive review of the Planning Act in the near future. The terms of reference for the review may include such matters as examining the relationship between developers and municipal politicians and staff, and the degree to which the Act is effective in balancing the need for growth with environmental concerns.

Employment Equity

It is expected that the provincial government of Ontario will introduce mandatory employment equity legislation for the private and public sectors in the Fall 1991 session. AMO is closely monitoring developments in this policy area. Should the government take action, AMO will prepare a response outlining the municipal perspective.

The Minister of Consumer and Commercial Relations, the Hon. Gregory Sorbara, officially opens AMO's first trade show.

Conferences and Membership Services

AMO's Membership Services has been in existence since April 1989. Some membership services, however, have been in operation for numerous years; specifically AMO conferences and Muniscope. The objectives of Member Services are threefold: to develop membership services/programs that will generate savings to municipalities, to enhance AMO's revenue base, and to maintain and increase membership. The Membership Services Committee and AMO staff research possible member services that will satisfy the division's mandate.

AMOLAW is a legal services program entitling member municipalities to discounts on legal services with the firm of Borden & Elliot. Discounts are determined by population base. Borden & Elliot will respond to written enquiries on legal matters which will appear in Muniscope.

GASAMO is AMO's bulk natural gas purchasing program. Over 220 municipalities currently acquire their natural gas through GASAMO. In the past 12-month period, in excess of $1.5 million in direct purchase savings have been remitted to gas consortium members.

AMO'S MUNICIPAL LAPEL PIN PROGRAM offers considerable savings to municipalities purchasing either plastic or metal lapel pins. Municipalities can expect to save up to 15% off wholesale/distributor prices when purchasing from littlepins R - Dwyer Graphic Designs Ltd. and/or Ultra Premium Marketing Inc.

MUNISCOPE has been published quarterly since 1986. This year Muniscope has a new format and now includes advertising. The newsletter, currently produced five times per year, is a membership service provided by the Communications Manager. Its circulation is 8,500.

AMO's RESOURCE CENTRE will shortly become the newest membership service. Under the direction of the Information Manager, materials covering all aspects of municipal government in Ontario, from economics and finance to public administration and provincial-municipal relations are being collected for the centre. The Resource Centre is currently for use by AMO staff only. However, it will be available to member municipalities by early 1992.

Association Annual Meetings

	1990	1989
1990 Annual AMO Conference*		
August 19th to 22nd		
City of Toronto		
Delegates	1131	1288
Guests and Companions	331	389
Total Registered	1462	1677

* AMO premiered its Ontario Municipalities Show in conjunction with regular scheduled events. This trade trade show was specifically designed for the municipal audience and featured over 130 exhibits in the fields of government services, office equipment, recreation, public safety, consulting services, transportation, technical services and public works. The trade show was the first of a three-year agreement with PROMEXPO, Inc.

AMO's conference committee

County and Regional Section		
October 14th to 17th		
County of Peterborough		
Delegates	375	329
Guests and Companions	207	195
Total Registered	582	524
Rural Section		
February 3rd to 6th		
City of Toronto		
Delegates	690	668
Guest and Companions	199	216
Total Registered	896	884
Large Urban Section		
April 24th to 26th		
Town of Oakville		
Delegates	43	49
Guests and Companions	2	4
Total Registered	45	53
Small Urban Section		
May 1st to 3rd		
City of Pembroke		
Delegates	241	267
Guests and Companions	138	98
Total Registered	379	365

AMO representatives participated in the following Northern Ontario Meetings:

Northwestern Ontario Municipal Association
May 2nd to 4th
Town of Fort Frances

Federation of Northern Ontario Municipalities
May 8th to 11th
City of Sudbury

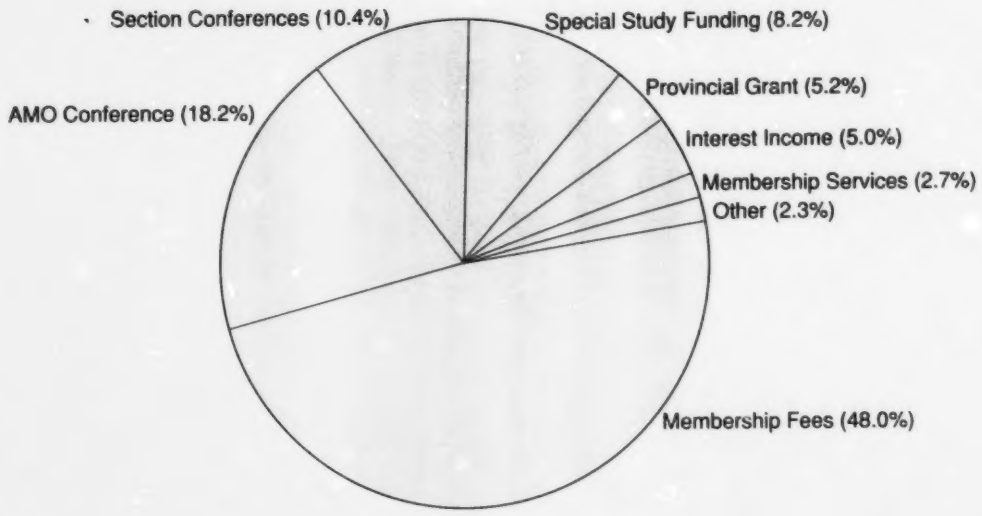
AMO Finances

The following graphs give the reader a pictorial overview of how AMO's revenues are obtained and spent.

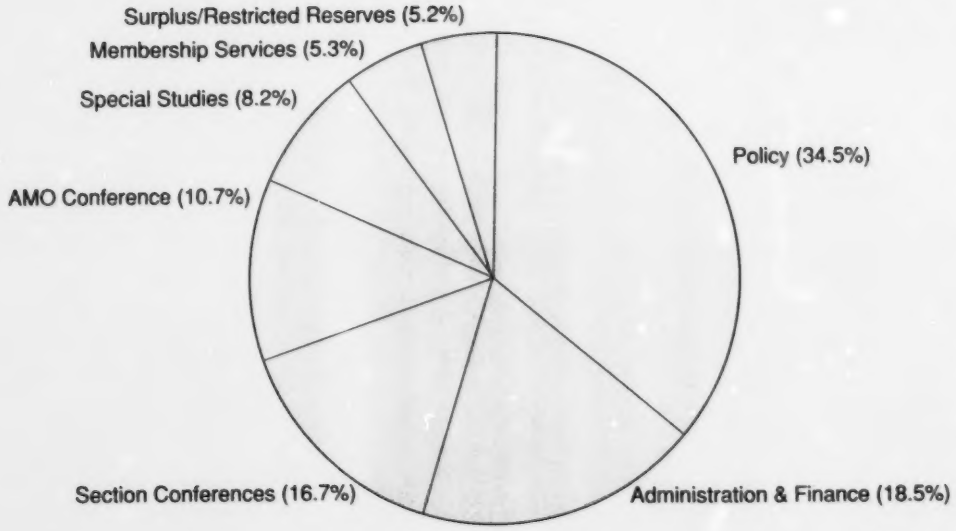
Of the association's revenues, membership fees collected are by far the largest portion, representing almost one-half of all its income. Second is conferences, bring in almost one-third of total revenue of which over 60 per cent is derived specifically from the AMO Conference. Approximately 25 per cent is received from a variety of areas, predominantly those being a grant from the Ministry of Municipal Affairs, interest income and membership services.

The work of the association is focused primarily on policy. As a result, slightly more that 35 per cent of AMO's revenues are spent on policy development and promotion., Conferences and membership services account for slightly under 35 per cent. About 8 per cent of the association's revenue goes toward special studies, financed completely with related funding. The remaining 20 per cent is spent on the daily administration of AMO, leaving a 5 per cent surplus that is normally placed into a general contingency reserve or restricted reserves for future projects.

Revenues



Expenditures



Auditor's Report

The Members,
Association of Municipalities of Ontario

We have audited the following financial statements of the Association of Municipalities of Ontario as at and for the year ended December 31, 1990:

General Balance Sheet

Statement of Reserve for Working Funds

Statement of Reserve for Capital Expenditures

Statement of Reserve for Education and Association Advancement

Statement of Reserve for ROMA Funds

Statement of Reserve for Sick Pay Credits

Statement of Revenues and Expenditures

These financial statements are the responsibility of the Association's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Association as at December 31, 1990 and the results of its operations and the changes in its financial position for the year then ended in accordance with generally accepted accounting principles. In accordance with The Corporations Act (Ontario), we report that in our opinion these principles have been applied on a basis consistent with that of the preceding year.

Deloitte & Touche

North York, Ontario,
February 22, 1991.

Chartered Accountants

General Balance Sheet as at December 31, 1990

	1990	1989
ASSETS		
Current		
Cash	$123,700	$ 1,450
Short-term investments (Note 3)	644,550	595,650
Accounts receivable	64,850	27,900
Prepaid expenses	29,750	33,850
	862,850	658,850
Fixed (Note 4)	67,750	88,350
	$930,600	**$747,200**
LIABILITIES		
Current		
Accounts payable and accrued liabilities	$147,350	$ 51,700
Deferred revenue	107,300	84,850
	254,650	**136,550**
MEMBERS' EQUITY		
Members' equity		
Reserve for Working Funds	397,800	327,400
Reserve for Capital Expenditures (Note 5)	117,000	122,450
Reserve for Education and Association Advancement (Note 6)	107,400	107,400
Reserve for ROMA Funds (Note 7)	50,000	50,000
Reserve for Sick Pay Credits (Note 8)	3,750	3,400
	675,950	610,650
	$930,600	**$747,200**

(See accompanying notes to financial statements.)

STATEMENT OF RESERVE FOR WORKING FUNDS FOR THE YEAR ENDED DECEMBER 31, 1990

Balance at beginning of year	$327,400	$236,300
Excess of revenues over expenditures	70,400	91,100
Balance at end of year	**$397,800**	**$327,400**

STATEMENT OF RESERVE FOR CAPITAL EXPENDITURES FOR THE YEAR ENDED DECEMBER 31, 1990

Balance at beginning of year	$122,450	$104,200
Expenditures during the year	(5,450)	(9,950
Revenues during the year	-	16,950
Transfer from Reserve for Equipment Replacement	-	7,450
Transfer from Reserve for Leasehold Improvements	-	3,800
Balance at end of year	**$117,000**	**$122,450**

STATEMENT OF RESERVE FOR EDUCATION AND ASSOCIATION ADVANCEMENT FOR THE YEAR ENDED DECEMBER 31, 1990

	1990	1989
Balance at beginning of year	$107,400	$ 10,300
Revenues during the year	-	280,950
Expenditures during the year	-	(183,850)
Balance at end of year	**$107,400**	**$107,400**

STATEMENT OF RESERVE FOR ROMA FUNDS FOR THE YEAR ENDED DECEMBER 31, 1990

Balance at beginning and end of year	**$ 50,000**	**$ 50,000**

(See accompanying notes to financial statements.)

STATEMENT OF RESERVE FOR SICK PAY CREDITS FOR THE YEAR ENDED DECEMBER 31, 1990

Balance at beginning of year	$ 3,400	$ 3,100
Interest earned	350	300
Balance at end of year	**$ 3,750**	**$ 3,400**

STATEMENT OF RESERVE FOR EQUIPMENT REPLACEMENT FOR THE YEAR ENDED DECEMBER 31, 1990

Balance at beginning of year	$ -	$ 7,450
Transfer to Reserve for Capital Expenditures	-	(7,450)
Transfer from Reserve for Working Funds	-	-
Balance at end of year	**$ -**	**$ -**

STATEMENT OF RESERVE FOR LEASEHOLD IMPROVEMENTS FOR THE YEAR ENDED DECEMBER 31, 1990

Balance at beginning of year	$ -	$ 3,800
Transfer to Reserve for Capital Expenditures	-	(3,800)
Transfer from Reserve for Working Funds	-	-
Balance at end of year	**$ -**	**$ -**

(See accompanying notes to financial statements.)

STATEMENT OF REVENUES AND EXPENDITURES
FOR THE YEAR ENDED DECEMBER 31, 1990

	1990	1989
Revenues		
Membership fees	$1,113,250	$ 918,500
AMO conference	423,500	370,700
Special study funding	190,900	-
Rural	115,950	113,150
Grants	120,000	120,000
Interest	116,800	105,750
County and regional	109,000	93,850
Membership services	61,800	51,950
Miscellaneous	54,350	20,550
Large urban	11,800	5,400
Small urban	4,150	1,650
Total revenues	**2,321,500**	**1,801,500**
Expenditures		
General (Note 9)	1,297,500	1,061,050
AMO conference	345,800	225,200
Special study	190,900	-
Rural	161,950	146,850
County and regional	110,500	107,400
Depreciation expense	48,550	51,650
Large urban	35,450	19,700
Membership services	26,250	54,850
Small urban	21,500	34,350
Northern Ontario	12,700	9,350
Total expenditures	**2,251,100**	**1,710,400**
Excess of revenues over expenditures	**$ 70,400**	**$ 91,100**

(See accompanying notes to financial statements.)

NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 1990

1. Organization

The Association of Municipalities of Ontario is a not-for-profit organization that was incorporated under Letters Patent on May 11, 1990 under the Corporations Act (Ontario) without share capital. Previously the organization operated as an unincorporated association.

2. Significant accounting policies

a. Changes in financial position

A statement of changes in financial position is not presented since such information can be readily determined from the General Balance Sheet and Statements of Reserves.

b. Depreciation

Fixed assets are recorded at cost and are depreciated over their estimated useful lives on a straight line basis:

Computer software and hardware	3-1/2 and 5 years
Photocopier	5 years
Furniture and fixtures	5 years

3. Short-term investments

Certain short-term investments have been restricted for the following reserves:

	1990	1989
Reserve for Education and Association Advancement (Note 6)	$107,400	$107,400
Reserve for ROMA Funds (Note 7)	50,000	50,000
Reserve for Sick Pay Credits (Note 8)	3,750	3,400
	$161, 150	**S160,800**

4. Fixed assets

	1990			1989
	Cost	Accumulated depreciation	Net book value	Net Book value
Computer software and hardware	$134,500	$100,900	$33,600	$38,550
Photocopier	74,200	44,550	29,650	44,550
Furniture and fixtures	6,950	2,450	4,500	5,250
	$215,650	**$147,900**	**$67,750**	**$88,350**

5. Reserve for Capital Expenditures

The reserve for capital expenditures represents an amalgamation of the reserve for leasehold improvements, the former reserve for capital expenditures and the reserve for equipment replacement.

6. Reserve for Education and Association Advancement

The reserve for education and advancement represents excess revenue from the 1986 and 1989 New Councilor Seminars administered by the Association in conjunction with the Ministry of Municipal Affairs. The funds have been retained by the Association for future educational seminars, programs, or similar services for AMO membership, subject to the Association submitting a plan to the Ministry of Municipal Affairs for the use of the funds.

7. Reserve for ROMA Funds

In accordance with the Memorandum of Agreement forming the Association, the reserve for ROMA funds has been established to provide guaranteed access by the Rural Section of the Association to funds in the amount of $50,000. The Association has guaranteed an annual rate of return on the funds based on the rate applicable to one-year Guaranteed Investment Certificates. The Rural Section may realize all or part of these funds upon sixty days notice. The interest earned on the reserve may be used by the Association in its general operations for rural activities.

8. Reserve for Sick Pay Credits

The reserve for sick pay credits represents the amount due to an employee of a predecessor organization under the terms of a sick leave credit scheme. The scheme is now discontinued, but the Association guarantees a rate of return on the balance due to the employee corresponding to the ninety-day term deposit rate. The employee may, on ninety days notice, receive the balance in the fund.

9. Retirement payment

Included in general operating expenses is a lump-sum retirement amount of $143,000 paid to the former executive director.

10. Lease commitments

The Association is committed to annual operating lease payments in respect of its premises as follows:

1991	$ 148, 000
1992	148,000
1993	148,000
1994	148,000
1995	148,000
Subsequent to 1995	1,136,000
	$1,876,000

AMO Committees

1990-1991 Board of Directors

Executive Committee

President
John Harrison, Councillor, Township of Delhi

Administrative Vice-President
David Hipgrave, Director, Corporate Planning Division, Management Services Department, Municipality of Metropolitan Toronto

First Vice-President
Helen Cooper, Mayor, City of Kingston

Vice-Presidents
Mabel Dougherty, Reeve, Township of Onondaga
Robert Small, Administrator-Clerk, Township of Oro
Joe Mavrinac, Mayor, Town of Kirkland Lake
Howard Moscoe, Metro Councillor, Municipality of Metropolitan Toronto
Keith Ward, Director, Policy and Development, Peel Non-Profit Housing, Regional Municipality of Peel

Immediate Past President
Grant Hopcroft, Councillor, City of London

Immediate Past Administrative Vice-President
Albert Guiler, Clerk-Treasurer, Township of Wainfleet

Section Representatives
Bob Foulds, Administrator-Clerk-Deputy Treasurer, County of Kent
Milt Bellamy, Councillor, County of Grey
Michael Bradley, Mayor, City of Sarnia-Clearwater
Liz Behrens, Councillor, Town of Oakville
Wendy Bell, Mayor, Town of Marathon
Robert H. Gray, Reeve, Township of Chisholm
Tom Cunningham, Councillor, County of Huron
James Wales, Reeve, Township of Tosorontio
Gerry Teahen, Mayor, Town of St. Marys
Bill Mickle, Reeve, Town of Exeter

Members-at-Large
Roy Adams, Councillor, Region of Niagara
Grant Armstrong, Personnel Director, City of Nepean
Peter Atcheson, Planning Director, City of Brantford
Paul Ayotte, Alderman, City of Peterborough
Lou Battochio, Alderman, City of Timmins
Pierrette Blok, Reeve, Township of Black River-Matheson
Ken Brooks, Councillor, Town of Wallaceburg
Stephen Clark, Mayor, City of Brockville
Hugh Cook, Chief Administrative Officer, City of Cornwall
Ron Eddy, Reeve, Township of South Dumfries
Eric Gam, Executive Director, Administrative Services, Community Services Department, Municipality of Metropolitan Toronto
Norm Gamble, Chief Administrative Officer, County of Grey
Jack Gartley, Commissioner of Finance & Treasurer, Regional Municipality of Durham
Marilyn M. Haugh, Councillor, County of Essex
Gary Herrema, Chairperson, Regional Municipality of Durham
Leonard C. Hunt, City Administrator, City of Port Colborne
Bill Hutchison, Vice-Chairperson, Moosonee Development Area Board
Allan A. Jackson, City Administrator, City of Sault Ste. Marie
Jean-Marc Lalonde, Mayor, Town of Rockland
Ethel La Valley, Reeve, Township of Airy
Kay Manderville, Alderman, City of Belleville
Hazel McCallion, Mayor, City of Mississauga
Ann Mulvale, Mayor, Town of Oakville
Terry Mundell, Councillor, County of Wellington
Harry W. Nesbitt, Alderman, City of Stratford
Ben Nobleman, Alderman, City of York
Frank O'Hagan, Alderman, City of North Bay
Eileen Palmer, Mayor, Town of Goderich
Roy Pennington, Councillor, County of Bruce
Art Pope, Commissioner of Social Services, Regional Municipality of Ottawa-Carleton
Robert Rutherford, Alderman, City of Owen Sound
Kenneth Sadler, Clerk, City of London
Michael Sanzosti, Alderman, City of Sault Ste. Marie
Judy Sauder, Deputy Reeve, Town of Kincardine
Bruce Sinclair, Mayor, City of Etobicoke
Trevor Wilson, Alderman, City of Kingston
Kelvin Winkler, Mayor, Town of Kenora
Catherine Wisenberg, Councillor, Town of Westminster
James Witty, Mayor, Town of Ajax
Anton Wytenburg, Mayor, Township of Goulbourn

Section Appointments

County and Regional Section
Brad Clements, Councillor,
Regional Municipality of Halton
Maurice Lamoureaux, Councillor,
Regional Municipality of Sudbury

Large Urban Section
Douglas Dickerson, Councillor, Town of Pickering
Brian Turnbull, Mayor, City of Waterloo

Northern Ontario Section
Bob Parker, Mayor, Town of Onaping Falls
Annette Romanek, Councillor, Town of Kenora

Rural Section
Albert Bouwers, Mayor, Township of Osgoode
Ron MacDonell, Councillor, United Counties of
Stormont, Dundas and Glengarry

Small Urban Section (OSUM)
Eileen Smith, Councillor, Town of Simcoe
Bud Bates, Clerk-Administrator, Town of Lindsay

Affiliate Appointments
(*) Alternate

AMCTO
Evelyn Stettner, Regional Clerk,
Regional Municipality of Waterloo
Joyce Foster, Clerk-Treasurer, Town of Gore Bay (*)

AMTCO
Garry B. Mason, City Tax Collector,
City of Sault Ste. Marie
Tim Dwyre, Tax Collector, City of Oshaswa

MEA
Jeffrey Seaton, County Engineer,
County of Victoria (President)
Milion Holenski, Deputy Director,
Region of Niagara (*)

MFOA
Joe Rinaldo, Commissioner of Finance and Treasurer,
Regional Municipality of Halton
Bob Letourneau, Commissioner of Finance,
City of Nepean (*)

OMAA
Larry Kotseff, Chief Administrative Officer,
Town of Newcastle, President
Herb Akehurst, Chief Administrative Officer,
Regional Municipality of Sudbury

OMPA
Douglas Paterson, Director of Human Resources,
City of Kitchener
John Kentner, Director of Personnel,
City of Guelph (*)

OMSSA
Marna Ramsden, Director of Children Services,
Municipality of Metropolitan Toronto, President
Richard Stewart, Executive Director, Social Services,
Regional Municipality of Ottawa-Carleton (*)

SDMRO
Marc Neeb, Director of Administration,
Recreation and Parks Department,
City of Mississauga

Section Executive Committees

County and Regional Section

Chairperson
Bob Foulds, Clerk-Administrator, County of Kent

First Vice-Chairperson
Milt Bellamy, Councillor, County of Grey

Second Vice-Chairperson
Maurice Lamoureux, Councillor, Region of Sudbury

Immediate Past Chairperson
Bradford Clements, Councillor,
Regional Municipality of Halton

Members
Eldon Bell, Councillor, County of Simcoe
Donald Boa, Reeve, Smith Township
Harold Bruce, Councillor, County of Victoria
Dennis Carmody, Councillor, County of Renfrew
Harry Danford, Councillor, County of Hastings
Howard Day, Treasurer, County of Oxford
Keith Fawcett, Councillor, United Counties of
Stormont, Dundas and Glengarry
Allan Holmes, County Engineer,
County of Wellington
Jack Morris, Councillor, County of Essex
Ken Seiling, Chairperson,
Regional Municipality of Waterloo

Large Urban Section

Chairperson
Liz Behrens, Councillor, Town of Oakville

First Vice-Chairperson
Douglas Dickerson, Councillor, Town of Pickering

Second Vice-Chairperson
Lorna Jackson, Mayor, Town of Vaughan

Immediate Past Chairperson
Michael Bradley, Mayor, City of Sarnia-Clearwater

Members
Cathie Best, Deputy City Clerk, City of Etobicoke
Jack Burghardt, Deputy Mayor, City of London
Karen E. George, Mayor, City of Brantford
Lois Giles, City Clerk, City of Guelph
Jack Masters, Mayor, City of Thunder Bay
John Millson, Mayor, City of Windsor
Jack Smylie, Alderman, City of North Bay
Brian Turnbull, Mayor, City of Waterloo
George Webb, Alderman, City of Kingston

Northern Ontario Section

Chairperson
Wendy Bell, Mayor, Town of Marathon

First Vice-Chairperson
Bob Gray, Reeve, Township of Chisholm

Immediate Past Chairperson
Bob Parker, Mayor, Town of Onaping Falls

Members
Frank Manzo, Alderman, City of Sault Ste. Marie
Annette Romanek. Councillor, Town of Kenora
Phyllis Floyd, Secretary-Treasurer, FONOM
Richard Lyons, Mayor, Town of Fort Frances
John A. MacDonald, Executive Director, NOMA

Rural Section (ROMA)

Chairperson
Tom Cunningham, Councillor, County of Huron

First Vice-Chairperson
James L. Wales, Reeve, Township of Tosorontio
Second Vice-Chairperson
Ernie Hardeman, Warden, County of Oxford

Immediate Past Chairperson
Mabel Dougherty, Reeve, Township of Onondaga

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Charlotte Clay-Ireland, Deputy Reeve,
Township of Hamilton
Michael DeCaen, Mayor, Town of Sturgeon Falls
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Tom Hamilton, Deputy-Reeve, Township of Sidney
Dan VanLondersele, Councillor, Township of Delhi
Al Pelletier, Clerk, County of Simcoe
Ken Rose, Executive Secretary, Rural Section of AMO
Gerald Shortt, Councillor, County of Grey
Ewart Simms, Deputy-Reeve, Township of Mountain
Fred Thomas, Councillor, County of Lambton

Small Urban Section (OSUM)

Chairperson
Gerry Teahen, Mayor, Town of St. Marys

First Vice-Chairperson
Bill Mickle, Reeve, Town of Exeter

Immediate Past Chairperson
Eileen Smith, Councillor, Town of Simcoe

Executive Secretary
Brian Baxter, Chief Administrative Officer,
Town of Cobourg

Members
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Town of Lindsay
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E.S. Ted Blowes, City of Stratford
Charles Calldwell, Mayor, Town of New Liskeard
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Janet Golding, Mayor, City of St. Thomas

Audrey Green, Mayor, Town of Renfrew
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Doreen McLinchey, Mayor, Town of Parkhill
Joyce Moore, Alderman, City of Pembroke
Mr. D.J. Low, Administrator, Town of Ajax
Ron Schulthies, City Clerk Administrator, City of Stratford
Walter Scudds, Reeve, Village of Hastings
George Simpson, Councillor, Town of Aurora
Danny Wheeler, Regional Councillor, Town of Georgina
Donna Wilson, Mayor, Town of Kincardine
Stirling Zeran, Director of Administration/Clerk, Village of Tottenham

AMO Committees

Administrative Advisory Committee

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Keith Ward, Director, Policy & Development, Peel Non-Profit Housing, Region of Peel
Robert Small, Administrator-Clerk, Township of Oro
Albert Guiler, Clerk-Treasurer, Township of Wainfleet
Kathleen Hunter, Executive Director, Association of Municipalities of Ontario
Sharad Kerur, Director, Administration and Finance, Association of Municipalities of Ontario

Fiscal Policy Committee

Co-Chairperson
Bob Richards
Ken Brooks

Members
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Paul Ayotte, Alderman, City of Peterborough
Heather Bell, Executive Director, Municipal Finance Officers Association
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Mr. W.J. Day, Director of Finance, City of London
Michael DeCaen, Mayor, Town of Sturgeon Falls
Mabel Dougherty, Councillor, County of Brant
Tim Dwyre, Tax Collector, City of Oshawa
Ron Eddy, Reeve, Township of South Dumfries
Michael Fenn, City Manager, City of Burlington
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Jack Gartley, Commissioner of Finance, Regional Municipality of Durham
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Richard Lyons, Mayor, Town of Fort Frances
Hazel McCallion, Mayor, City of Mississauga
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Doreen McLinchey, Mayor, Town of Parkhill
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Jim Witty, Mayor, Town of Ajax
Andy Woodburn, Alderman, City of Brantford

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Howard Day, Treasurer, County of Oxford
Harold Downs, Mayor, Town of Tecumseh
Maurice Engels, Administrator, City of London
Ernie Hardeman, Warden, County of Oxford
Roland Hardy, Mayor, City of Welland
Leonard Hunt, Administrator-Clerk, City of Port Colborne
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Lionel Sherratt, Chief Administrative Officer, Town of Kirkland Lake
Gerry Turner, Director of Community Services, City of Peterborough
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Kelvin Winkler, Mayor, Town of Kenora

Legislative and Resolutions

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Dennis Carmody, Councillor, County of Renfrew
Tom Cunningham, Councillor, County of Huron
Art Dawson, Administrator Social Services, County of Lennox and Addington
John Desanto, Manager of Tax Arrears, Municipality of Metropolitan Toronto
John Harrison, Councillor, Township of Delhi
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Art Pope, Commissioner of Social Services, Regional Municipality of Ottawa-Carleton
Robert Rutherford, Alderman, City of Owen Sound
Eric Rutherford, Councillor, City of Owen Sound
Kenneth Sadler, Clerk, City of London
Milt Sather, Administrator, City of Guelph
Robert Small, Administrator/Clerk, Township of Oro
Eileen Smith, Councillor, Town of Simcoe
John Trudgen, Administrator/Clerk, Township of Westminster
George Woodburn, Director of Engineering Services, Regional Municipality of Halton

Municipal Development

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Jim Coughlin, Director of Planning, City of St. Catharines

Members:
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Doris Haist, Director of Recreation, Town of Vaughan
Marilyn M. Haugh, Deputy Reeve, Village of St. Clair Beach
Allan Holmes, County Engineer, County of Wellington
Jean Marc Lalonde, Mayor, Town of Rockland
Terry Mundell, Reeve, Village of Erin
Art Mushlian, Superintendent of Operations, Parks and Recreation, City of Burlington
Larry Partridge, Councillor, Township of Delhi
John Robinson, Coordinator of Housing Loans, City of Hamilton
Lou Romano, Director, Pollution Control, City of Windsor
Gerald Shortt, Reeve, Township of St. Vincent
Shafik Thomas, Director of Engineering and Planning, Town of Wallaceburg
Janice Tivy, Clerk, Town of Kenora
Nick Tunnacliffe, Commissioner of Planning, Regional Municipality of Ottawa-Carleton
George Voth, Chief Administrative Officer, Town of Niagara-on-the-Lake
David Weldon, Chief Administrative Officer, Town of Richmond Hill
Wendy Wright, Commissioner of Planning, City of Cambridge
Anton Wytenburg, Mayor, Township of Goulbourn
Stirling Zeran, Chief Administrative Officer, Village of Tottenham

Ad Hoc Waste Management Committee

Co-Chairpersons:
Eileen Smith, Regional Councillor,
Regional Municipality of Haldimand-Norfolk
Gary Cousins, Director of Planning,
County of Wellington

Members:
Wendy Bell, Mayor, Town of Marathon
Harry Danford, Councillor, County of Hastings
Al Davidson, Waste Management Coordinator,
County of Kent
David L. Hall, City Administrator,
City of Peterborough
Cynthia Hyland, Executive Assistant,
Association of Municipal Recycling Coordinators
Joan King, Councillor,
Municipality of Metropolitan Toronto
Don Markle, Commissioner of Public Works,
Regional Municipality of Peel
Brenda Naylor, Project Manager,
Energy Pathways Inc.
Walter Scudds, Reeve, Village of Hastings
Gerald Shortt, Councillor, County of Grey
David Smith, Waste Management Engineer,
City of St. Catharines
Jack Smylie, Alderman, City of North Bay
Sylvia Sutherland, Mayor, City of Peterborough
John Thomas, P. Engineer, Municipality of East York
Isabel Turner, Reeve, Township of Kingston
Judy Wilson, Director of Solid Waste,
Environmental Services Department,
Regional Municipality of Ottawa-Carleton

Membership Services Committee

Chairperson
Howard Moscoe, Councillor,
Municipality of Metropolitan Toronto

Vice-Chairperson
Darcy Duncan, Commissioner of Purchasing
and Supply,
Municipality of Metropolitan Toronto

Members
Milt Bellamy, Councillor, County of Grey
Heather Bell, Executive Director,
Municipal Finance Officers Association
Ken Cousineau, Executive Director,
Association of Municipal Clerks and
Treasurers of Ontario
Tom Cunningham, Councillor, County of Huron
Mabel Dougherty, Reeve, Township of Onondaga
Ernie Hardeman, Warden, County of Oxford
Marilyn Haugh, Councillor, County of Essex
Don Huggins, Chief Administrative Officer,
Township of Delhi
Marlene Knight, Materials Manager,
Corporate Services,
City of Mississauga
Joseph Mavrinac, Mayor, Town of Kirkland Lake
Doug Paterson, Director of Human Resources,
City of Kitchener
Arthur Pope, Commissioner of Social Services,
Regional Municipality of Ottawa-Carleton
Robert Rutherford, Alderman, City of Owen Sound

GASAMO Sub-Committee
Jim Kamstra, Energy Coordinator, Parks and
Property Department,
Municipality of Metropolitan Toronto
Bob Belanger, Director, Engineering Services,
The Grey Bruce Regional Health Centre

Intermunicipal Finance Committee
Heather Bell, Executive Director,
Municipal Finance Officers' Association
Ken Cousineau, Executive Director,
Association of Municipal Clerks
and Treasurers of Ontario
Gil Paterson, Director, Financial Services,
Treasury Department,
Municipality of Metropolitan Toronto
David Birkett, Director of Budgets and Finance,
Region of Halton
Dennis Date, Treasurer, City of Kanata
George Skirda, Treasurer,
Regional Municipality of Sudbury
Richard Brophy, Treasurer, City of Chatham
John Gutteridge, Treasurer, County of Victoria
Carol Halvorsen, Treasurer, Town of Fort Frances
Howard Moscoe, Councillor,
Municipality of Metropolitan Toronto
Ben Rothman, Executive Assistant
to Councillor Moscoe,
Municipality of Metropolitan Toronto

Conference Committee

Chairperson
Keith Ward, Director, Policy and Development,
Peel Non-Profit Housing,
Regional Municipality of Peel

Members
John Harrison, Councillor, Township of Delhi
Helen Cooper, Mayor, City of Kingston
Robert Small, Administrator-Clerk, Township of Oro
Liz Behrens, Councillor, Town of Oakville
Kenneth Sadler, City Clerk, City of London

Social Development

Co-Chairpersons:
Roy Adams, Regional Councillor,
Regional Municipality of Niagara
Philip Johnston, Commissioner of Social Services,
Regional Municipality of Waterloo

Members:
Lou Battochio, Alderman, City of Timmins
Eldon Bell, Councillor, County of Simcoe
Donald Boa, Councillor, County of Peterborough
Marni Cappe, Manager, Housing Policy,
Regional Municipality of Ottawa-Carleton
John Franklin, Reeve, Township of Mulmur
John Graham, Councillor, Town of Oakville
David Hughes, Administrator,
Grey-Owen Sound Social and Family Services
Timothy Jones, Councillor, Town of Aurora
Terry Kingsmill, Housing Analyst,
Regional Municipality of Peel
Marcel Labbe, Councillor, Town of Sturgeon Falls
Lyle Love, City Manager, City of Owen Sound
Mark Mieto, Director of Health and Social Services,
Regional Municipality of Sudbury
Janice Mills, Administrator, John Noble Home,
County of Brantford
Harry Nesbitt, Alderman, City of Stratford
Ben Nobleman, Alderman, City of York
Garry Norris, Councillor,
Town of Jaffray and Melick
Frank O'Hagan, Alderman,
City of North Bay
Richard Stewart, Deputy Commissioner,
Social Services,
Regional Municipality of Ottawa-Carleton
Tony Suprun, Commissioner of Social Services,
Regional Municipality of Haldimand-Norfolk
Danny Walker, Councillor, Town of Gananoque
Donna Wilson, Mayor, Town of Kincardine
Bob Yamashita, Manager, Community Housing,
Municipality of Metropolitan Toronto
Paul Yorke, Councillor, City of London

AMO Appointments to Joint Association Committees

AMCTO/AMO Committee on the
Municipal Elections Act
David Barrett, Former City Clerk,
City of Welland and Past Chairperson,
AMO Elections Committee
Kenneth Sadler, Clerk, City of London

AMCTO/AMO Committee on Charitable Gaming
David Barrett, Former City Clerk,
City of Welland and Past Administrative
Vice-President
Kenneth Sadler, Clerk, City of London

AMCTO Review Committee on Bill 152
- An Act to amend the Municipal Act
Cecil Lundy, Regional Clerk,
Regional Municipality of Durham

AMO Appointments to Provincial Committees

Ministry of Community and Social Services and
Ministry of Health

Long-Term Care Program Advisory Committee
Penny Hubbert, Planning Coordinator,
Senior Citizens Division,
Regional Municipality of York

Ministry of Community and Social Services
Delivery and Funding Project Team on the
Advisory Group on
New Social Assistance Legislation
Mark Mieto, Regional Director of
Health and Social Services,
Regional Municipality of Sudbury

Ministry of the Environment

AMO/MOE/MMA Waste Management
Liaison Committee
Eileen Smith, Regional Councillor,
Regional Municipality of Haldimand-Norfolk
Gary Cousins, Director of Planning,
County of Wellington
Walter Scudds, Reeve, Village of Hastings
Judy Wilson, Director of Solid Waste,
Environmental Services Department,
Regional Municipality of Ottawa-Carleton

AMO/MOE/MMA Waste Abatement
Implementation Committee
Walter Scudds, Reeve, Village of Hastings
David Smith, Waste Management Engineer,
City of St. Catharines
Eileen Smith, Regional Councillor,
Regional Municipality of Haldimand-Norfolk

AMO/MOE/MMA Planning and
Approvals Implementation Committee
Gary Cousins, Director of Planning,
County of Wellington
Isabel Turner, Reeve, Township of Kingston
Judy Wilson, Director of Solid Waste,
Environmental Services Department,
Regional Municipality of Ottawa-Carleton

The Environmental Assessment Process
Improvement Project (EAPIP)
Linda Friesen, Regional Municipality of Halton

Municipal-Industrial Strategy for
Abatement (MISA) Advisory Committee
Sylvia Sutherland, Mayor, City of Peterborough

Ontario Scrap Tire Task Force
Al Davidson, Waste Management Coordinator,
County of Kent

Committee on Siting of Propane and
Natural Gas Transportation Fuel Facilities
Bruce McCormick, Senior Planner,
Planning & Development Department,
City of Toronto
Lou Morettor, Manager, Current Operations,
City of York

Ministry of Labour

Occupational Health and Safety Section II
Fire Services Committee
Bill Mickle, Reeve, Town of Exeter
Harold Tulks, Fire Chief, City of Brockville

Ministry of Municipal Affairs

Local Government Week Review Committee
Pierette Blok, Reeve, Township of Black River -
Matheson
Howard Moscoe, Councillor,
Municipality of Metropolitan Toronto
Paul Reno, Reeve, Town of Tilbury
Ken Rose, Executive Secretary, Rural Section
Eileen Smith, Councillor,
Regional Municipality of Haldimand Norfolk

Ministry of Municipal Affairs and
Ministry of Treasury

Advisory Committee on Provincial-Municipal
Finance
Grant Hopcroft, Councillor, City of London
Michael Boggs, Chief Administrative Officer,
Region of Niagara
Doris Brick, Warden, County of Peterborough
Gary Herrema, Chairperson, Region of Durham
David Hipgrave, Director, Corporate Planning,
Municipality of Metropolitan Toronto
Don Huggins, Clerk-Adminnistrator, Town of Delhi
Tom McKay, Chief Administrative Officer,
City of Kitchener
Bill Rice, Chief Commissioner, City of Sudbury

Ministry of Revenue

Business Assessment Review Committee
Bill Rice, Chief Commissioner, City of Sudbury

Business Assessment Information Committee
Robert J. Heil, Administrator and
Director of Finance,
Town of Lincoln

Ministry of the Solicitor General

Fire Department Act Review Committee
Stephen Clark, Mayor, City of Brockville
Maurice Engels, Chief Administrative Officer, City of London
Terry Hallman, Commissioner of Personnel, City of Waterloo

Ministry of Transportation

Parking for the Disabled
Helen Cooper, Mayor, City of Kingston
Howard Moscoe, Councillor, Municipality of Metropolitan Toronto
Bruce Bayne, Administrator-Clerk, City of Orillia
Gloria Marchesano, Administrative Officer, Municipal Finance Officers Association

National Packaging Protocol Infrastructure Committee
David Smith, Waste Management Engineer, City of St. Catharines

Ontario Multi-Material Recycling Inc. (OMMRI) - Focus Group for the Refillable Bottle Ad Campaign
Judy Wilson, Director of Solid Waste, Ennvironmental Services Department, Regional Municipality of Ottawa-Carleton

Ontario Round Table on Environment and Economy
Sylvia Sutherland, Mayor, City of Peterborough

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